

Commander's Warrior Workshop



Commandant of the Marine Corps, Safety Division
Maj "Chach" Rubio, Rotary Wing ASO
CWW Model Manager/Facilitator



Purpose

- To provide the Battalion CO a self-assessment tool to increase organizational effectiveness and mission readiness by utilizing the 1st Step in the ORM process.
 - Provide the Commander a snapshot of the unit climate
 - Help validate the Commander's assumptions
- (Sold as an Organizational Effectiveness tool vice CWW and Command Climate Survey a Safety tool)



Background

- 2.5 day process on a “not to interfere basis”
- Workshop consists of (7) seminars consisting between 15-20 Marines per group
 - (2) E1-E3's
 - (2) E4-E5's
 - (1) SNCO's
 - (1) JO's (Not to include Company Commanders)
 - (1) Senior leadership debrief/seminar
- **(800-to over 1000 Marines in a Ground unit!)**
- Unit commander gets private debrief from the facilitator
- Unit commander provides critique on the CWW process to the facilitator
 - **Sensitive issues are not to be forwarded to higher command (zero-out brief)**



Core Facilitators

- Maj “Chach” Rubio, CMC SD
- LtCol “Stump” Prato, I MEF
- Maj “Scooter” Lutterbeck, III MEF
- Maj “Brokeback” Rose, MFR



CWW Completed/Scheduled to Date

Completed:

- 2ndMarDiv
 - 3rd Bn, 2nd Marines
 - 1st Bn, 8th Marines
 - 2nd Bn, 8th Marines
 - 2nd Tank Bn
 - 2nd CEB
 - 2nd AAB
- 1stMarDiv
 - 2nd Bn, 4th Marines
 - 2nd Bn, 7th Marines
 - I MHG
 - HQBN, 1ST MarDiv
 - 3rd Bn, 5th Marines
 - 1st Radio Bn, 1st MHG
 - 1st LAR, 1st MarDiv

Scheduled:

- 1stMarDiv
 - 1st Intel Bn, 1st MHG
 - CLB-13, 1st MLG
 - MWSS-371, 3rd MAW
 - 5th Bn, 11th Marines
 - 1st Tank Bn
 - 13th MEU CE
 - 9th Communications Bn

13 Completed / 7 Scheduled





Trends

- Most participants E-5 and Below don't know the steps of ORM
 - But most know "it" in there own way
- Communication is the most broken pillar in every unit (Word changes or lacks)
 - Breeds lack of trust towards all leadership level
- Who's the XO? Who's the Safety Officer?
- OPTEMPO (OIF) is adversely (I believe) affecting our Marines
 - Program Integrity
 - Training for OIF in CONUS
 - Not real enough
 - Not enough ammo or equipment is broken
 - Not enough "kicking door" training or convoy/IED training



PARTICIPANT QUESTIONNAIRE

1. Tell your commander what is the most probable accident/injury (not including combat) and when it will occur.

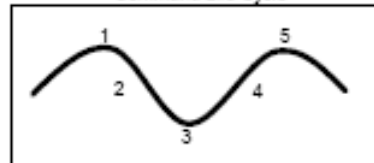
2. Focusing on the topics of communication, trust, & integrity, what needs improvement to increase the organizational effectiveness and why?

3. Based on what you have learned in the workshop, how will you act upon the issue(s) to affect change?

4. What suggestions and ideas do you have for improving the culture of your unit?

Operational Excellence Through Risk Management										
Bad			Neutral				Good			
Communication										
Peers	1	2	3	4	5	6	7	8	9	
Unit	1	2	3	4	5	6	7	8	9	
Trust										
Peers	1	2	3	4	5	6	7	8	9	
Unit	1	2	3	4	5	6	7	8	9	
Integrity										
Peers	1	2	3	4	5	6	7	8	9	
Unit	1	2	3	4	5	6	7	8	9	

Command Life Cycle



Commanders Warrior Workshop Debrief

“Operational Excellence is based on a foundation of Trust, Integrity and Leadership, created and sustained through effective Communication”

COMMANDER SUMMARY DEBRIEF SHEET

		E1-E3	E1-E3	E4-E5	E4-E5	E6-E8	JO'S	SENIOR LDRSHIP
COMMUNICATION	PEER	7	7	8	7	8	7	8
Effective or Ineffective	UNIT	4	3	3	4	3	5	8
TRUST	PEER	7	8	8	7	8	8	8
Ability, Character and/or Truthfulness	UNIT	4	5	5	2	5	7	7
INTEGRITY	PEER	7	7	7	7	8	8	8
Rigid adherence to a code or standard of values	UNIT	4	6	5	4	4	7	7

Overall Snapshot: Strong/Positive participation throughout the workshops. Marines are engaging, open and honest with the topics discussed. The Bn is focused for the future deployment to Iraq. First Bn that I have facilitated in which there were no serious Integrity Issues: (Alcohol, Drugs, Fraternalization, Hazing or Racism). Also first Bn that I know of that utilizes the Arrive Alive Program and uses Designated Drivers off-base. They feel the BC and senior leadership is doing a much better job than the previous BC. NJP process is viewed as swift and decisive but most Marines feel there is "no due process" and that a few good Marines get burned unjustly at the Co Level. Two issues that are prevalent among the workshops (Junior Marines, NCOs & SNCOs): (1) Quality of training (2) Lack of or "empty promises" of receiving early secure/day off.

(1) Training: Inadequate resources to train with. Marines complain the Bn lacks the necessary amount of vehicles to train (CAAT/Convoy Ops). Lack of NVG's and their T/O wpns are always breaking down. They want less "check in the box" training and more realistic training: MOUT/CQB, Convoy Ops & IED training. Not enough fire team/squad level training.

(2) Empty promises: Marines are working hard/tirelessly in order to perform well in-theater. They stress lack of family time and the single Marines feel there is a double standard when it comes to securing early for Married Marines. Line Companies brought the fact that senior leadership promised either a short work week or day off after a field ex. The promises were retracted and the majority of Marines feel leadership is not trustworthy or they lack integrity with respect to the morale and welfare of their Marines. There's the feeling that they can never give "solid word" for what is going to happen and feel they lose credibility as a result. One additional example is that they could not get the gear list for Mojave Viper until only about a week before departing.

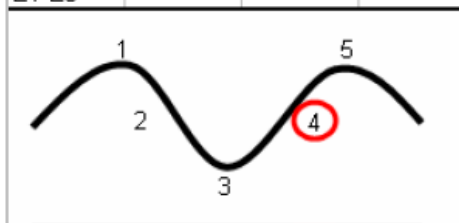
The Junior Officer workshop clarified the perceptions on the training plan and higher's requirements. Due to lots of moving parts, they pointed to the S-3/S-4 as the source of operations/logistic problems: range/scheduling conflicts (getting the BnFex LOI prior to step off). For example (BnFEX), Enlisted Marines are spending more time in the tracks for a hit on a HVT (8 hour wait time). Mojave Viper scheduling was mainly due to unknown of flight schedule. Main reason why E8 and below don't have good word when they will execute Bn plan. Officer's brought up the fact that the Bn have many METL's and PTP's to deal with, especially when they will go OPCON with I MEF (and still fulfill IIMEF/ 8th Regiment training requirements). Officers feel the S-3 is swamped with operations (due to previous turnover).

Goods:

- Primary form of obtaining unit information is through Company formations. Everyone agrees information is getting out, however, the word changes last minute when it comes to current/future operations and more importantly, leave/liberty. "LCpl Underground" is an effective way of getting information in-garrison. But the information obtained through their network is unreliable in the field (ex. Intentional false information is leaked out such as when endex is coming).
- Marines feel that Platoon level formations are more effective in passing the information down (Morning/Evening). Decrease the amount of standing around at Company Formations- reduces amount of standing around/ increases task completion. Good examples are Echo/Golf. They hold less company formations and focus on small unit formations (platoon).

Command Life Cycles

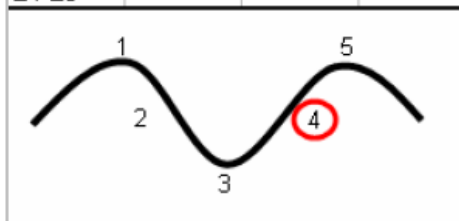
E1-E3



Comments:

- 4: New Ldrshp/BC is making a difference
- 3: Empty Promises (day off/early secure after being in the field for extended time).

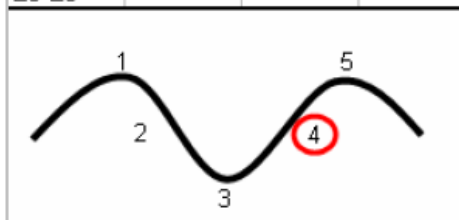
E4-E5



Comments:

- 4: Chain of Command better than previous
- 4: New Ldrshp/ BC making a difference
- 3: Wrong priorities: Alpha Inspections
- 3: No time off, sit around too much waiting for the word.
- 3: Quality of training. No realism

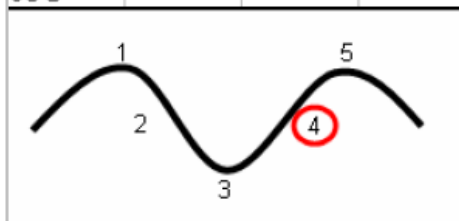
E6-E8



Comments:

- 4: Chain of Command better than previous
- 3: Being in the MEU

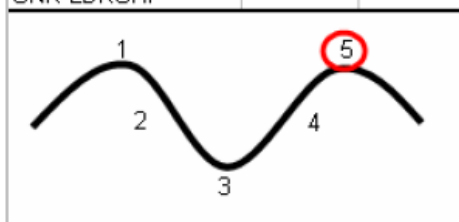
JO'S



Comments:

- 4: New Leadership
- 3: Being in the MEU

SNR LDRSHIP



Comments:

- 5: We're doing fine

Commander's Comments

- The workshop is a superb opportunity to get an objective view of the battalion's culture.
- Great feedback from all levels within the battalion. Some positive, some negative, but all worthwhile.
- The workshop went well beyond what I had expected, and I was extremely happy with the whole process. It was a healthy exercise that I intend to do again.
- I began acting on what I learned immediately. To do otherwise would make the entire workshop a waste of effort.
- Great program. I think any commander would want to go through this process, but only as long as the information is kept strictly confidential.
- Not sure the CW process helps with force preservation or mishap reduction directly. Workshop provided me the battalion's views on both subjects, but did not really tell me anything I didn't already know.



Way Ahead

- Obtain positive endorsements from CG's (Ground-Up approach)
 - CO Critiques are being reviewed
 - Gain more attention at the ESB's
- CWW article submitted to the Marine Corps Gazette
 - January- February 2007 release
- USMC Facilitators to further refine the CWW process based on Battalion experience
 - Utilization of audio/visual



Questions

